



# Priority Initiatives

**October 2018**

# Strategic Plan



# Mission and Vision

## Mission

To promote high-quality inclusive school readiness, voluntary pre-kindergarten and after school programs, thus increasing all children's chances of achieving future educational success and becoming productive members of society. The Coalition seeks to further the physical, social, emotional and intellectual development of Miami-Dade and Monroe County children with a priority toward the ages birth through age 5.

## Vision

### *Children First*

To ensure a comprehensive and integrated early learning system for all families and their children, birth to 5 years, ensuring high-quality programs throughout Miami-Dade and Monroe Counties, so children enter school ready to learn and succeed in life.



# Children First: The Strategic Plan for the Early Learning Coalition of Miami Dade/Monroe

2017-2022



Good Progress



Some Progress



Requires Legislative Change

## OUR MISSION

To promote high-quality inclusive school readiness, voluntary pre-kindergarten and after school programs, thus increasing all children's chances of achieving future educational success and becoming productive members of society. The Coalition seeks to further the physical, social, emotional and intellectual development of Miami-Dade and Monroe County children with a priority toward the ages birth through age 5.

## OUR VISION

### CHILDREN FIRST

To ensure a comprehensive and integrated early learning system for all families and their children, birth to 5 years, ensuring high-quality programs throughout Miami-Dade and Monroe Counties, so children enter school ready to learn and succeed in life.

## OUR VALUES

- **CHILDREN** - Children are at the heart of all we do. We believe that all children, regardless of circumstance, are capable of educational excellence and personal growth, and we are committed to ensuring school readiness and lifelong success for each one.
- **COMMUNITY** - We believe children are the future, and our community is an essential part of their road to success. By working together, we can promote high quality early education and support children as they become thriving, productive members of society.
- **PARTNERSHIP** - We value partnerships and are collaborative in all we do. We work closely with fellow service providers, families, corporations, elected officials, individuals, and the community at large to promote the importance of early learning and to secure educational opportunities for all children.
- **ADVOCACY** - We are a champion for children, promoting positive societal and community change. Our staff and community partners are committed to advancing early education throughout Miami-Dade and Monroe counties and are set apart by our collective passion, strength and dedication to children.
- **EXCELLENCE** - When it comes to early learning, quality matters. We are committed to excellence, providing quality programs and services that make a difference in our community. Designed to further the physical, social, emotional and intellectual needs of all children, our programs are innovative and offer each child an equal opportunity for a successful future.
- **CUSTOMER SERVICES** - We strive to meet the needs of our parents, families, providers and partners by providing comprehensive customer service in a professional, timely and courteous manner.
- **EQUITY** - In working with parents, families, providers, and partners, we are committed to the principle of equity and balance, so that all may benefit from the work we do, while keeping children first.

## PRIORITY INITIATIVES

### NEEDIEST CHILDREN

Improve outcomes for children in our neediest communities, including children with developmental and other delays and disabilities, by improving the quality of early learning programs

**RECOMMENDATION:** Assign to Program Committee.

#### Target neediest areas

Identify centers in distressed zip codes and those serving children with, or at risk for, developmental delays & provide extra support for them to meet higher standards

#### Increase the Number of Children

Receiving services who have physical, developmental, sensory, and social-emotional delays and disabilities

### YOUNGEST CHILDREN

Offer a continuum of care throughout childhood, with a particular focus on infants and toddlers

#### Age-based Rates

Adjust reimbursement rates to offer incentives to serve the youngest children

### PROVIDERS

Strengthen Coalition relationship with providers and support providers meeting higher quality performance requirements

#### Improve Provider Selection and Contracting Process

Establish local provisions that support parental choice and ensure providers serving children receiving subsidies meet contract and quality requirements

#### Teacher Education

Increase the number of teachers with child care credentials

#### Quality Providers

Drive incentives to higher performing providers

#### Technical Business Assistance

Offer business assistance to providers in distressed areas

#### Educate Providers

Provide program directors/staff with training and resources to provide high quality care to all children, including children with disabilities

### EDUCATE ALL

Educate families and the community at large about the BENEFITS of quality early learning. **RECOMMENDATION:** Refine definition and quantify.

#### Parental Choice

Develop innovative strategies to help parents choose child care programs that ensure better outcomes for their children

#### Visibility

Achieve increased visibility of the importance of early learning throughout both counties by creating child care resources and providing information

### CAPACITY BUILDING

Strengthen Board and Staff capacity to carry out strategic goals

#### Advocacy

Engage aggressively & systematically in advocacy to drive better outcomes for children. **RECOMMENDATION:** Redefine/quantify.

#### Early Child Care Education Systems Building

Establish regular meetings with partners to strengthen cross-sector investments and policies for children birth through age five

### FUNDING

Increase public and private funding and reallocate funds to strategic goals

#### Public

Secure adequate resources to ensure high quality delivery to each child we serve

#### Monroe County

Establish a Permanent Funding Model for Social Services

### FIVE YEAR STRATEGIC GOALS

Develop widely accepted state-wide benchmarks of quality (e.g. Child assessments, accreditation, learning environment, etc.)

Change state policy to allow ELCs to contract only with child care programs that meet state-wide quality benchmarks

Establish the Performance Funding Program platform as the statewide quality, tiered reimbursement and pay for performance model

# Priority Initiatives

# Neediest Children

## Target Neediest Areas

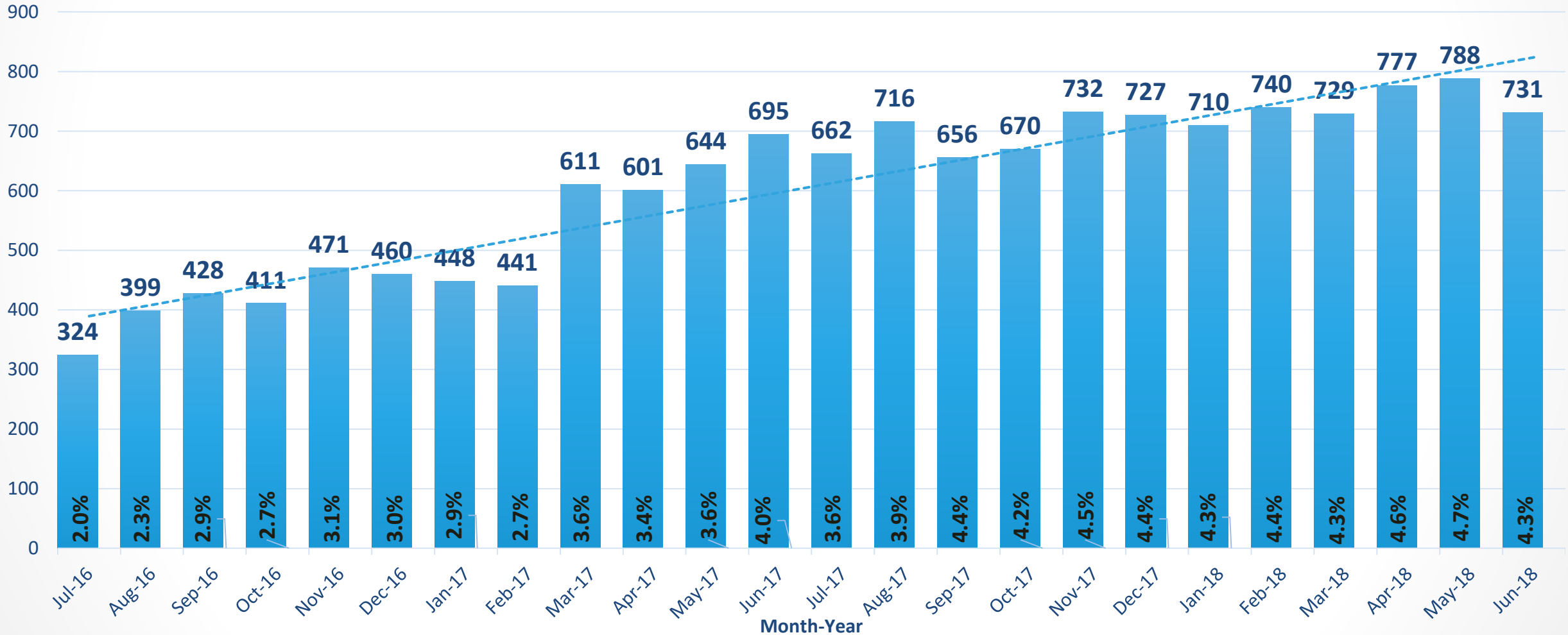
**Recommendation** – Assign to Program Committee to determine future actions to achieve this priority

- EHS efforts to improve providers' facilities & playgrounds
- Work with Miami Children's Initiative
- Performance Funding Program

# Neediest Children

## Increase the Number of Children

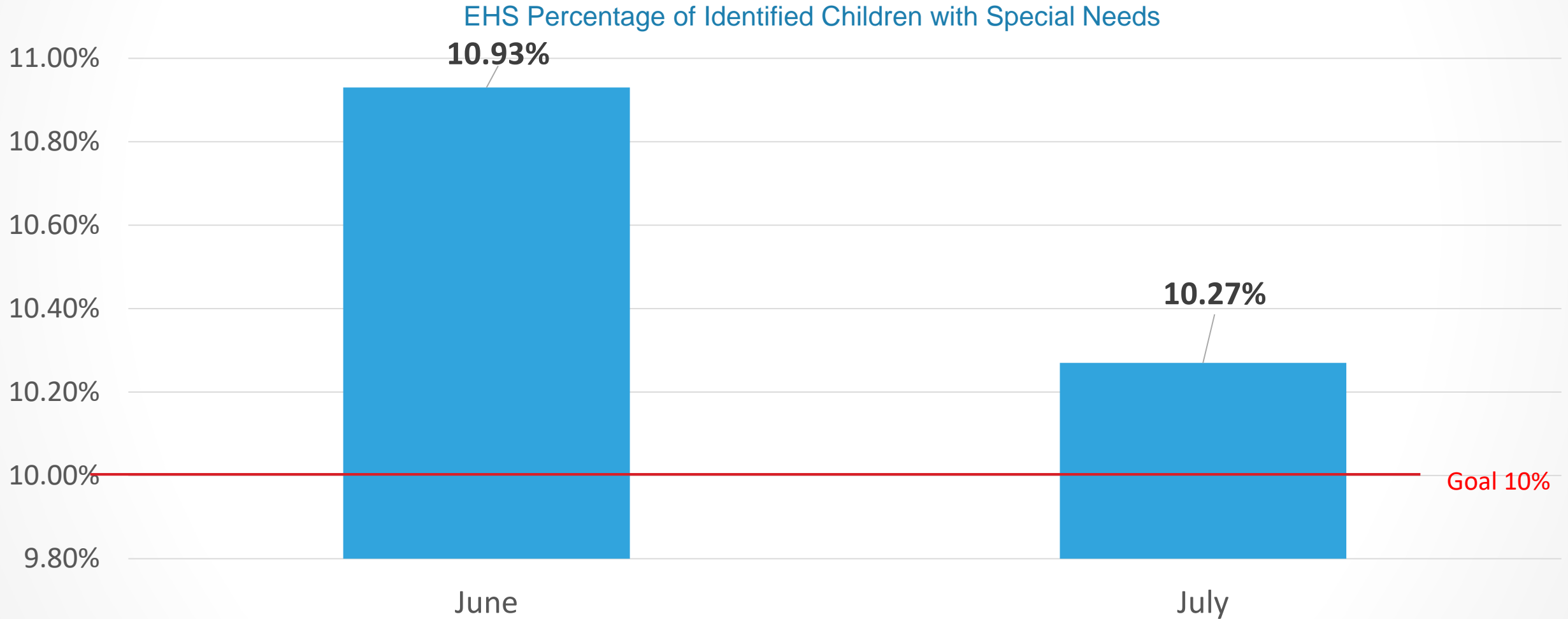
### Children with Identified Disabilities





# Neediest Children

## Increase the Number of Children



# Neediest Children

## Increase the Number of Children

### State and Local Identification

School Readiness Enrollment	Special Needs Enrolled	Total Enrolled (0-5)	Percent
State	<b>504</b>	<b>201,474</b>	<b>0.25%</b>
ELC Miami-Dade/Monroe Inclusion Support Services	<b>731</b>	<b>16,814</b>	<b>4.3%</b>

\*As of June 30, 2018 [www.floridaearlylearning.com/oel\\_resources/fact\\_book.aspx](http://www.floridaearlylearning.com/oel_resources/fact_book.aspx)

# Youngest Children

## Age-based Rates

- State law requires children to remain in care until age 13
  - Reword initiative to take this into consideration
  - Provider rate increases have been based on age with the highest percentage going to those who serve the youngest children

# Providers

## Improve Provider Selection & Contracting Process

- Provider Services Committee
  - 13 Providers appeared before the committee during FY 17-18
  - 4 Providers were placed on Corrective Action Plans
  - 5 Providers' contracts were terminated
  - 4 Providers – No further action

## Teacher Education

- A total of 60 courses were offered to providers to gain knowledge/mastery of the Florida Core Competencies and Basic Computer tools so they can implement them in their classrooms and everyday life.

## Quality Providers

- Drive incentives to higher performing providers
- Performance Funding Project \$12 million

## Technical Business Assistance

- Business Leadership Institute (BLI)
- A total of 24 courses were offered to providers regarding business and financial organization during FY 17-18
- A “Masters Class” provides advanced business leadership skills for graduates of BLI
- Opportunities for providers to apply for micro business loans

## Educate Providers

- A total of 261 trainings were offered to program directors/staff to provide high quality care to all children, including children with disabilities in the following competencies: Health, Safety and Nutrition, Teaching and Learning, Approved Curriculum, Child Development , Observing Documenting and Screening, Building Family and Community Relationships
- More than 150 attendees at Monroe Resiliency Summit and Conference held September 21 and 22 in Key West
- Children First Conference: December 1, 2018, Miami-Dade College- North Campus; over 1000 expected to attend



**Miami-Dade Quality Counts  
Workforce Study 2017**



## **Quality Counts System Partners Meeting**

**February 2017  
Melissa Clements, PhD**

# Participants



- 11,427 in PDR since inception
- **Study Sample:**
  - 8,947 received full QC services
    - ❖ n = 2,978 In QC
    - ❖ n = 5,969 Leavers
  - 5,527 Change Sample (multiple data points)
    - ❖ n = 2,261 In QC
    - ❖ n = 3,266 Leavers

# Workforce Education



- Education Levels

- 17% = No Diploma
- 51% = High School Diploma
- 32% = Degree (Associates or higher)

- Staff Credential

- 78% hold a staff credential

# Professional Supports & Growth



- 71% have accepted QC scholarships and/or wage supplements
- 78% earned a credential or degree while in QC (of those who did not enter with one)



# Educators who stay in QC....



- Demographically similar (except primary language)
- Use more scholarship and WAGE\$ supports
- More likely to hold a credential
- Just as likely to have a degree

Compared to those who leave

# Provider Trainings and Credentials

	Training/Credential	Provider Staff Trained
<b>40HR</b>	40 HR INTRO CHILD CARE	7,645
<b>HSD</b>	HIGH SCHOOL EDUCATION	7,573
<b>EL</b>	EMERGENT LITERACY	7,102
<b>FCCP</b>	FFCPC/ECPC/CCAC/CDAE	4,905
<b>SNP</b>	SPECIAL NEEDS PRACTICES	4,202
<b>30HR</b>	FCCH 30 HOUR TRAINING	1,774
<b>VPK</b>	VPK DIRECTOR CREDENTIAL	1,507
<b>BOAS</b>	BEHAVIOR OBSERVATION	1,162
<b>BA</b>	BA/BS	908
<b>ADMB</b>	DIR CREDENTIAL LEVEL I	832
<b>BAEC</b>	BA DEGREE EARLY CHILDHOOD	817
<b>AAEC</b>	AA/AS EARLY CHILDHOOD	815
<b>NECC</b>	NATL EARLY CHILDHOOD CERT	674

	Training/Credential	Provider Staff Trained
<b>ADMA</b>	DIRECTOR CREDENTIAL ADV	612
<b>AS</b>	AAS OR AS	336
<b>GED</b>	GED	274
<b>ADL2</b>	DIR CREDENTIAL LEVEL II	245
<b>SAC</b>	SCHOOL-AGE CREDENTIAL	232
<b>DIR</b>	DIRECTOR (NON VPK)	188
<b>MA</b>	MA NONCHILD RELATED	171
<b>AA</b>	AA	167
<b>MAEC</b>	MA DEGREE EARLY CHILDHOOD	125
<b>SPN</b>	SPEC NEEDS TRAINING	114
<b>NHS</b>	NO HIGH SCHOOL/GED	61
<b>DOC</b>	DOCTORATE	27
<b>MEDX</b>	MEDICAL STAFF ON SITE	26

# Educate All

## Parental Choice

### Recommendation - Initiative needs to be better defined/quantified

- Develop innovative strategies to help parents choose child care programs that ensure better outcomes for their children
  - Monthly Parent Newsletters
  - Community Outreach
  - Child Care Resource & Referral
  - Eligibility provides information to parents on quality programs

## Visibility

- Achieve increased visibility of the importance of early learning throughout both counties by creating child care resources and providing information
  - Community Events with community partners
    - Children's Trust Family Expo
    - Univision Health Fair
    - Miami Book Fair
    - Children's Week (Miami Children's Museum)
  - Social Media Outreach
  - Unplug & Connect Campaign
  - Metro Train Wrap
  - US 1 Banners
  - VPK Rally Monroe County
    - Newspaper Ads
    - Radio Ads
    - Flyers & VPK cards

# Capacity Building

## Advocacy

### Recommendation - Redefine initiative and make measurable

- Engage aggressively & systematically in advocacy to drive better outcomes for children
  - House Bill 1091 passage
  - Performance Funding Project
  - Additional federal funding for Miami-Dade/Monroe
  - Early Learning Advisory Council (Adrian Alfonso is the Chair)
  - Association of Early Learning Coalitions
  - Florida Chamber of Commerce/Florida Chamber Foundation
  - Greater Miami Chamber of Commerce
  - Early Learning Consortium
  - United Way of Miami
  - United Way of Florida
  - The Children's Trust
  - Florida Children's Council
  - The Florida Association for Child Care Management
  - Florida Association of the Education of Young Children
  - The Florida Children's Movement
- Exploring the establishment of political action committee

# Capacity Building

## Early Child Care Education Systems Building

- Establish regular meetings with partners to strengthen cross-sector investments and policies for children birth through age five.
  - Monthly Partner's meetings
    - Early Head Start
    - Department of Children and Families
    - The Department of Agriculture Child Food Program
    - Early Learning Advisory Council
    - Association of Early Learning Coalitions
    - Florida Chamber of Commerce
    - Greater Miami Chamber of Commerce
    - Early Child Care Education Systems Building

# Funding

## Public

- Secure adequate resources to ensure high quality delivery to each child we serve
  - Local funding – The Children’s Trust \$12 million
  - \$2.1 million Save the Children Grant
  - OEL \$7.3 million new dollars (School Readiness)
  - OEL \$2.4 million additional dollars (PFP)
  - OEL \$2.3 million re-obligated funds
  - \$1.1 million (House Bill 1091)
  - \$800,000 CareerSource South Florida
  - ELCMDM \$213 million Total Budget

# Funding

## Monroe County

- Establish a Permanent Funding Model for Social Services
  - **Update from Commissioner Carruthers:**

“I wish I had something positive to report. As you may recall, the idea was to tax alcoholic beverages and tobacco products and use the funds to establish a Human Services Trust Fund to assist with so many local non-profits, and to provide improved coordination and sharing of resources among them. Hurricane Irma took the wind out of our sails on this idea. We need to rebuild about 4,100 homes in the Keys and are working to attract and retain our workforce. The County and the School Board have both had to increase millage rates this year, so any talk of new taxes while people are still hurting is not productive. The effort is stalled for the time being, but I hope to revive it once we see more progress on our recovery.”

# FIVE YEAR STRATEGIC GOALS

- **Develop widely accepted state-wide benchmarks of quality (e.g. Child assessments, accreditation, learning environment, etc.)**
  - HB 1091 requirement for annual provider assessment using the CLASS
  - Minimum assessment level for participation in SR Program
  - Assessment level tied to contract eligibility for SR
  - Assessment level tied to bonus funding
- **Change state policy to allow ELCs to contract only with child care programs that meet state-wide quality benchmarks**
  - HB 1091 requires minimum assessment rate to receive an SR contract
  - State-wide baselines based on assessments
  - Annual assessment level to continue participation in SR program



# FIVE YEAR STRATEGIC GOALS

- **Establish the Performance Funding Program platform as the statewide quality, tiered reimbursement and pay for performance model**

- PFP established in HB 1091
- The Children's Trust is providing funding to Miami-Dade providers
- OEL is providing funding to Monroe providers
- Tiered reimbursement is tied to providers' assessment level
- 199 Providers are participating
- Miami-Dade
  - Tier 1 = 2 Providers
  - Tier 2 = 28 Providers (3%)
  - Tier 3 = 107 Providers (10%)
  - Tier 4 = 50 Providers (12%)
  - Tier 5 = 3 Provider (15%)
- Monroe
  - Tier 1 = 0 Providers
  - Tier 2 = 2 Providers (3%)
  - Tier 3 = 5 Providers (4%)
  - Tier 4 = 2 Providers (7%)
  - Tier 5 = 0 Providers

## **PFP State criteria**

Providers must have:

- 10% of their birth through school age children enrolled in the SR program.
- All instructors/directors must agree to participate.
- An active SR contract on November 1, 2017 and have received four consecutive payments from November through February.

## **Miami-Dade Additional Eligibility Criteria**

- Serve infant and toddlers
- Serve a minimum of 30% children receiving a School Readiness subsidy
- Located in a low-income census tract